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18 November 1957

Director of Training

C/Junior Officer Training Program

Comments on the Two Papers on Qualifications
to be Sought in the Intelligence Officer

11/25/57
fwd'd to D/Pers
Comments for
C/A+E, C/OS
+ C/JOTP. *[Signature]*

1. Whether or not the reference to "young gentleman" is made with tongue in cheek, or that it applies to the JOT Program, the qualifications to which [] refers are obviously highly desirable in all intelligence officers, irrespective of their source. These qualifications, however, cannot be measured by testing, as far as I know. A good many JOT's possess some of them, a fact which we discover after we have had them on board for some time.

2. The concept that extensive previous experience, preferably gained outside of the Agency, is desirable, precludes the possibility of bringing such people into the JOT Program. Some other mechanism for recruiting such people should be devised if [] is to be satisfied.

3. If the younger people should have experience other than in the field of [] before entering it, it would appear that we should not attempt to satisfy the demands from PP Staff and others for untrained JOT's; and yet, those who have worked in the PP Staff, such as [] have developed enthusiasm for this work. Furthermore, they have been reported by their supervisors as having been effective and highly desirable. We are, indeed, being urged to send others there at this moment.

4. If JOT's should have broad experiences before being assigned to [] work, then a mechanism should be developed by the Office of Personnel or the Career Service Boards to keep track of our alumni, with an eye to channeling them into [] at the appropriate time. With adequate support, the JOT Program might set up the procedures necessary to follow our alumni for a period of perhaps ten years, examining closely, with the aid of A+E techniques and other sources of evaluation, the attributes which they develop in the course of their experience. Eventually we could make

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appropriate recommendations. But we still would have a problem of evaluating such qualifications as sophistication, ingenuity, steadiness, enterprise, and sensitivity. Mr. Stewart has already mentioned his desire that Chief/Personnel Assignment Division [] follow JOT's after they leave the Program. I know of no steps that have actually been taken to do this.

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